



Board of
Examiners

February 2006

Update

2005 Award Recipients Announced

On November 22, 2005, President George W. Bush and Commerce Secretary Carlos Gutierrez named six organizations as recipients of the 2005 Malcolm Baldrige National Quality Award (MBNQA), the nation's highest Presidential honor for quality and organizational performance excellence.

The 2005 Baldrige Award recipients are Sunny Fresh Foods, Inc., Monticello, Minnesota (manufacturing); DynMcDermott Petroleum Operations, New Orleans, Louisiana (service); Park Place Lexus, Plano, Texas (small business); Jenks Public Schools, Jenks, Oklahoma (education); Richland College, Dallas, Texas (education); and Bronson Methodist Hospital, Kalamazoo, Michigan (health care).

Sunny Fresh Foods, Inc. (SFF), headquartered in Monticello, Minnesota, manufactures value-added egg-based food products primarily for the food service industry. SFF produces more than 160 products and has more than 2,000 customers, including quick-service restaurants, schools, health care organizations, and the military. Products are produced under the Sunny Fresh label and under private labels for food service and retail marketers. Products include cholesterol-free and fat-free egg products, pre-cooked frozen and refrigerated entrees, pre-cooked frozen scrambled and diced eggs, refrigerated and frozen liquid pasteurized eggs and scrambled egg mixes, and peeled hard-cooked eggs. In 1999 SFF, a subsidiary of Cargill, Incorporated, received a Baldrige Award in the small business category.



DynMcDermott Petroleum Operations (DM) is the sole management and operations contractor for the Department of Energy's Strategic Petroleum Reserve. The reserve is the emergency oil stockpile for the United States and is the largest emergency petroleum supply in the world. As the operations and maintenance contractor, DM performs all tasks to ensure the availability of oil upon order of the U.S. President during a supply disruption. Several of DM's sites were directly impacted by the recent hurricanes, resulting in the majority of its employees being displaced from their homes and worksites. DM was able to restore operations immediately and begin the Oil Exchange Program (providing oil to refineries in order for them to continue operations) less than five days after Hurricane Katrina. When Hurricane Rita forced another evacuation that required the Emergency Operation Center to be relocated more than 200 miles away, DM made its first drawdown oil delivery three days later.



With two locations in the Dallas, Texas, area, **Park Place Lexus** (PPL) sells new Lexus vehicles and pre-owned luxury vehicles. In addition, it services Lexus and other vehicles and sells Lexus parts to both wholesale and retail markets. PPL's Grapevine location had a New Car Client Satisfaction Index (CSI) of 99.8 percent in 2004, making it the highest-rated Lexus dealership in the nation, and the company's gross profit has increased by 51.3 percent from 2000 to 2004, exceeding the Lexus Dealer Average. PPL also was a recipient of the 2003 Texas Award for Performance Excellence.



Jenks Public Schools (JPS) is a public school district serving both suburban and urban populations, encompassing not only the city of Jenks, Oklahoma, but also large portions of south and west Tulsa. JPS's programs and services include an intergenerational program with pre-kindergarten and kindergarten students and the elderly, a "Parents as Teachers Program," and a student and teacher exchange program with a school in Chengdu, China. The school system has nine schools on five campuses. JPS is the eleventh largest school district in Oklahoma, with 9,271 students.

Richland College (RLC),



one of seven two-year community colleges in the Dallas County Community College District in Dallas, Texas, provides credit and continuing education courses to more than 20,000 students each semester (14,500 credit and almost 6,000 continuing education students), ranging from adolescents to senior citizens, who speak 90 different first languages. RLC's key student segment is the transfer student, whose primary goal is further education at a four-year university. RLC is the first community college to receive a Baldrige Award, and it also is a recipient of the 2005 Texas Award for Performance Excellence.

With 343 licensed beds and all private rooms, **Bronson Methodist Hospital** (BMH) is a tertiary medical center providing inpatient and outpatient care in virtually every specialty—cardiology, orthopedics, surgery, emergency medicine, neurology, and oncology—with advanced capabilities in critical care as a Level I Trauma Center. In neurological care, BMH is a Joint Commission on Accreditation of Healthcare Organizations (JCAHO)-certified Primary Stroke Center; in cardiac care, it is the region's only accredited Chest Pain Center; in obstetrics, it is the leading "BirthPlace" and only high-risk pregnancy center in southwest Michigan; and, in pediatrics, it is one of only four children's hospitals in the state. BMH also is a recipient of the 2005 Michigan Quality Leadership Award.



This is the first time that a community college, an automotive dealership, and an oil industry business have been named as Baldrige Award recipients. Sunny Fresh Foods is a two-time Baldrige Award recipient. Baldrige Award recipients can reapply to be considered for the Award after five years.

The 2005 Baldrige Award recipients are expected to be presented with the Baldrige Award in a ceremony in Washington, D.C., in winter/spring 2006.

Update Your Contact Information Before the Ceremony for the 2005 Award Recipients

We anticipate a winter 2006 date for the ceremony honoring the 2005 Malcolm Baldrige National Quality Award recipients. All Examiners will be notified by e-mail (or by fax if they do not have e-mail) as soon as we have information from the White House on the date. Please be sure to notify Cheryl Shibley of any changes to your e-mail, fax, or mailing address. Cheryl can be reached at cheryl.shibley@nist.gov or at (301) 975-8070.

Members of the Board of Examiners will be invited to all major events held in conjunction with the Award Ceremony. Examiners also may bring a guest to the reception that takes place the night before the Ceremony and to the Examiner Recognition Ceremony; unfortunately, guests are not permitted to attend the Presidential Ceremony.

New Overseers Appointed

The Board of Overseers, which is appointed by the Secretary of Commerce, makes recommendations to the Secretary and to the Director of the National Institute of Standards and Technology (NIST) regarding changes and improvements in the Baldrige Program. Three new Overseers—John Friel, Aubrey Stephenson, and Michael Wood—have joined the board and attended their first meeting in December 2005.

John Friel is the President and CEO of Medrad, Inc., a 2003 Baldrige manufacturing Award recipient. Named "CEO of the Year" by the Pittsburgh Technology Council in 2003, Friel serves on the boards of several organizations that include the United Way of Allegheny County, the World Affairs Council of Pittsburgh, and the American Productivity & Quality Center.

Aubrey Stephenson founded, owns, and manages Federal Management Systems, Inc., a government contractor that provides accounting, information technology, and professional and security services to U.S. government agencies both nationally and internationally. With a commitment to community development, Stephenson's company has maintained its original Washington, D.C., location since its inception.

Update

Michael Wood, MD, is past president and CEO of the Mayo Foundation. Previously, he served as the vice-chair of the Board of Governors and director of the Mayo Regional Health System. An orthopedic surgeon, Wood is a professor of orthopedics at the Mayo Medical School. His professional associations include the American Society for Reconstructive Microsurgery, the Board of the Institute for Healthcare Improvement, and the Healthcare Leadership Council. He is a past member of the Coalition for Nonprofit Health Care, and, in 2000, he served as president of the board of the Malcolm Baldrige National Quality Award Foundation.

Friel, Stephenson, and Wood join the current Board of Overseers: George Benson, Lynn Harker, and Fred Palensky. Bill Allyn, Janet Corrigan, Julia Gabaldon, Tom Houlihan, Roger Raber, and Jim Rout have completed three-year terms and will rotate off the board in February 2006. We greatly appreciate all of their contributions to the Program.

Nonprofit Pilot Program Offered in 2006

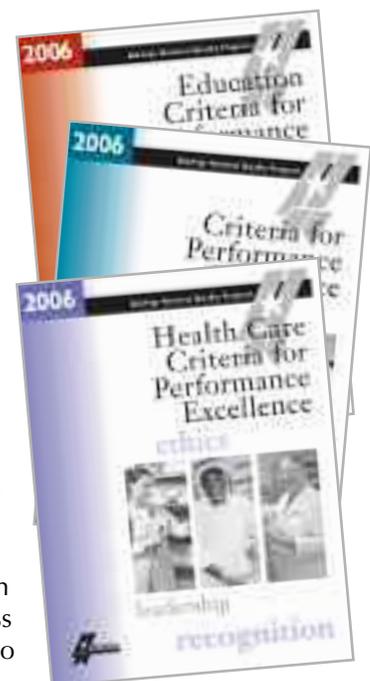
In 2006 the Baldrige National Quality Program (BNQP) will be implementing a pilot program for nonprofit organizations. The purpose of the pilot is to provide nonprofit organizations with the opportunity to participate in the Baldrige assessment process and to receive feedback reports concerning their strengths and opportunities for improvement relative to the Baldrige Criteria for Performance Excellence. The 2006 pilot is a one-year program that will allow BNQP to test the applicability of key processes, procedures, and Criteria to the nonprofit sector of the U.S. economy. The key difference between the nonprofit pilot and the regular Award cycle is that there will be no Baldrige Awards given to the nonprofit pilot applicants. In 1998, BNQP conducted pilot programs for both the education and health care sectors.

Participation in the nonprofit pilot is limited to the top-tier, nonprofit award recipients of state and local quality award programs. In addition, to be eligible for the pilot, an organization must be a U.S.-based nonprofit public, private, or governmental organization. Some subunits of nonprofit organizations, including U.S. subunits of foreign organizations located in the United States or its territories, may be eligible. Eligible organizations include local, state, and federal government agencies; trade associations; charitable organizations; social service agencies; credit unions; and professional societies. Greater detail on eligibility and the nonprofit pilot program is provided in the Questions and Answers sheet posted on our Web site at www.baldrige.nist.gov/Nonprofit/index.html.

No Substantive Revisions to the 2006 Criteria

The Criteria for Performance Excellence, Education Criteria for Performance Excellence, and Health Care Criteria for Performance Excellence have evolved significantly over time to help organizations address dynamic environments, focus on strategy-driven performance, and, most recently, address concerns about governance, ethics, and organizational sustainability. The Criteria have continually progressed toward a comprehensive, integrated systems perspective of overall organizational performance management.

Each year, the decision whether or not to revise the Criteria must balance two important considerations. On one hand, there is a need for Criteria that are at the leading edge of validated management practice to help users address the increasingly complex challenges they face; on the other hand, there is a desire for Criteria that are stable to allow users continuity in their performance assessments. In 2005, the Baldrige Criteria were significantly revised to address the focused demands on senior leaders, the need for long-term (as well as short-term) organizational sustainability, the great challenges of innovating organizations (not just technology), the difficulty of executing new processes and strategic plans, and the benefits of improved alignment of all aspects of your management system with your results measurements. Recognizing the challenges for organizations to address these opportunities, the decision was made to make no substantive revisions to the Criteria for 2006.



The most significant changes in the Criteria booklets for 2006 are summarized as follows:

- The language throughout the Business/Nonprofit Criteria booklet has been adjusted to better address nonprofit organizations, as well as for-profit businesses.
- Item Notes have been added that specifically address nonprofit organizations.
- Each Criteria Item title now includes a simple question that encompasses the central concept of the Item.
- “Employee” has been added to the Glossary of Key Terms in the Business/Nonprofit Criteria booklet. The term “Faculty and Staff” has been added to the Glossary of Key Terms in the Education Criteria booklet.

Minor wording improvements have been made throughout the Criteria booklets.

Criteria Language

On October 5, 2004, Public Law 108-320 was signed by President George W. Bush authorizing the establishment of a Baldrige nonprofit category, including government agencies and all other nonprofit organizations. In anticipation of future Award competitions that include nonprofit organizations, the 2006 Criteria for Performance Excellence have been modified to use language more suitable to for-profit businesses and nonprofit organizations.

Item Notes

Some Item Notes have been modified, and some Item Notes have been added to specifically address concepts of importance to nonprofit organizations. In the Business/Nonprofit Criteria, this information is presented in italics in the Item Notes. Notes that address only nonprofit organizations have been placed at the end of the Notes for that Item.

Criteria Item Titles

Each Criteria Item title now includes a simple question that addresses the basic requirements of the Item. This question identifies for Criteria users the most central concept or fundamental theme of the Item. Criteria users who have completed their Organizational Profile may choose to perform their first “complete” Baldrige assessment by responding to the 19 Item title questions, using the detailed content of the Criteria Item as an educational guide to understand the central concept more fully.

Glossary of Key Terms

In the Business/Nonprofit Criteria booklet, the term “employee” has specific meaning and significance in a Baldrige assessment. The term therefore has been defined to help users better understand all the people who may be included as employees for a Baldrige assessment. Similarly, in the Education Criteria booklet, the term “faculty and staff” has specific meaning and significance and has been added to the Glossary to help users better understand all the people who may be included as faculty and staff in a Baldrige assessment. In the Health Care Criteria booklet, no parallel addition was required as the term “staff” was already included in the Glossary.

In the Business/Nonprofit Criteria, the Glossary descriptions of other terms have been revised to better align with the language changes to accommodate nonprofit organizations.

2006 Application Deadlines Reminder

Applicants for the Baldrige Award are reminded of the following important dates in 2006:

- Eligibility Certification Packages with a nomination to the Board of Examiners are due March 10, 2006.
- Eligibility Certification Packages without a nomination to the Board of Examiners are due April 11, 2006.
- Award Application Packages submitted on CDs are due May 11, 2006.
- Award Application Packages submitted in paper copies are due May 25, 2006.

Examiner Selection Underway

The Examiner Application closed on January 8, 2006. Examiner selection is now underway. By March 28, 2006, all applicants will be notified of whether or not they have been selected as members of the 2006 Board of Examiners. If you missed the deadline, be sure to mark your calendars now for the next application cycle. The Examiner Application will open for the 2007 Board of Examiners on November 7, 2006.

Update

Examiner Training Returns to NIST

Examiner Training is moving back to NIST this year. Although there were many favorable comments from Examiners regarding last year's training site and the Bolger Center's beautiful grounds and great food, training rooms are available at NIST at a significant cost savings for the Program. Based on the positive feedback from Examiners, BNQP has selected the Gaithersburg Marriott Washingtonian Center (<http://marriott.com/property/propertypage/WASWG>) for Examiner accommodations. As in previous years, training will occur during the four weeks of May. Included with their selection letters, Examiners will receive a fax-back form to complete, ranking their preferences for training weeks. Examiners are encouraged to complete their forms and return them within seventy-two hours. This will increase the likelihood that their first choice of training week is still available. Pre-work packets will be sent shortly thereafter.

BNQP Identifies Metrics

The Baldrige Program has been working on identifying internal metrics that the Program can use to measure its overall operational performance. The Program has identified a scorecard for internal operations, based on the six items in Baldrige Criteria Category 7, which includes the following: overall customer satisfaction; percent of eligible Examiners who reapply; number of service line calls that go into voice mail; number of markets entered as measured by NAICS codes (Examiners and applicants); dollar contributions to the Foundation by means of The Quest for Excellence and Regional conferences; average number of training hours per employee, both internal and external; employee satisfaction with his/her job and with BNQP; percent of strategic plan milestones completed by their due dates; mean times for completing feedback reports at each of the three Award cycle stages; and ethical perceptions of the Program.

For some of the metrics, there are data available to measure current performance. For those that do not have current data available, implementation plans are being developed. In addition to these measures, each Baldrige team has its own set of performance measures.

Although the Program continues to look for external measures, it has not met with much success. External measures are those that represent the relative performance of Baldrige Award recipients compared to their sectors or to the overall economy. Recent discussions with the Global Excellence Model (GEM) Network organizations confirmed that all major regional and national award programs throughout the globe have the same challenges and have identified no measures. Nonetheless, we continue to review Award recipients' external measures, looking for common data and reference points.

Update on The Quest for Excellence Conference XVIII

The official conference of the Malcolm Baldrige National Quality Award, The Quest for Excellence® (QE) XVIII, will be held April 23–26, 2006, at the Hilton Washington in Washington, D.C. This annual conference provides a forum for Award recipients to share their exceptional performance practices with leaders in business, education, health care, and nonprofit organizations. QE XVIII will showcase the 2005 Baldrige Award recipients. Former Award recipients—the Bama Companies, Medrad, Pearl River School District, Robert Wood Johnson University Hospital Hamilton, and St. Luke's Hospital of Kansas City—also will present special topic sessions. Two concurrent pre-conference workshops will be offered on Sunday afternoon, April 23.

An advance registration fee of \$1,100 is available through April 3, 2006. Effective April 4, 2006, the registration fee will be \$1,250. Group and faculty discounts are available. Requests for registration information should be addressed to Expo Exchange at (866) 229-2386 (telephone) or ATD063.attendee@expoexchange.com (e-mail). Complete conference information, including online registration, is available at www.baldrige.nist.gov. Rooms have been reserved at the Hilton Washington at the special conference rate of \$205 (single or double). In order to receive this special conference rate, please reserve rooms before April 6, 2006, and be sure to mention The Quest for Excellence XVIII. You may reserve rooms by calling the Hilton Washington at (202) 797-5755. If you wish to receive a conference brochure, please call the Baldrige Program at (301) 975-2036.

NIST, the American Society for Quality (ASQ), and the American Society for Training and Development (ASTD) are co-sponsoring the QE XVIII conference.

Letters of Appreciation to Be Sent

Harry Hertz, BNQP Director, would like to write a letter of appreciation to the employer of each member of the 2005 Board of Examiners. The letter will acknowledge the Examiner's contributions and commitment, as well as the employer's support for the Baldrige process. If you would like a letter of appreciation sent to someone in your organization, please send your name and the name, title, and complete address of the person to whom you would like Harry to write. Please include how the person should be addressed, for example, "Dr.," "Mrs.," "Ms.," etc. You may e-mail the information to Jenny Davis at virginia.davis@nist.gov or fax it to her at (301) 975-4967.

Examiner Ambassador Activities

The following Examiners or former Examiners reported outreach efforts between early August and late November 2005: Mary Lou Bourne, Anh-Dai Lu, Patricia Nahas, and Katherine Sealana.

In addition, the following Examiners (including Alumni and former Examiners) requested the portable exhibit and/or outreach material: Sherrie Anderson, Cheryl Crawley, Michael Flanagan, Sherril Gelmon, Richard Lightburn, Cecilia Martin, Tom Mauro, Deb Myers, Dilip Pithadia, MaryAnn Pranke, Denise Shields, Tina Shoemaker, Sunil Sinha, Bob Stearns, Mike Strong, Frank Toda, and John Vinyard. We thank all of these ambassadors for their outreach activities on behalf of the Program. If you have conducted outreach efforts and wish to be recognized, please report your activities to our Outreach and Communications Team via fax at (301) 948-3716 or via e-mail at nqp@nist.gov.



Fifth-year Examiner Dilip Pithadia has made numerous presentations to Chambers of Commerce in support of the Baldrige Program. If you have photos of your outreach efforts, we'd love to see and print them in Update! Please e-mail photos to dawn.wilcox@nist.gov.

2006 Baldrige Calendar Available

The Baldrige Process Calendar for 2006 is now available on our Web site at www.baldrige.nist.gov/Calendar.htm.

NIST News

Denise Coursey of the Outreach and Communications Team left the Baldrige office on January 6, 2006. She accepted a position as an editor with The Motley Fool and is relocating to Northern Virginia. During her four years at the Program, Denise worked on The Quest for Excellence and Baldrige Regional conferences, served as the state and local program liaison, wrote and/or edited several outreach brochures and CEO Issue Sheets, and served for two years as the OCT team leader. We will miss her dearly but wish her continued success!

John Jackson joined BNQP in December 2005 as a part of the Administrative Support/Electronic Information Team, working as an information technology (IT) specialist. He transferred to BNQP from the Department of Energy (DOE) Office of Science, where he worked as a graduate student assistant for the Office of High Energy Physics (OHEP). At the DOE, he completed a two-year student co-op program, which is known as the SCEP (Student Career Experience Program). While at the DOE, John built/administered several database management systems and assisted with many of the OHEP's Web site changes.

John is originally from New Orleans, Louisiana, where he attended Southern University and received a bachelor of science degree in computer information systems. While at Southern, he was a LS-LAMP (Louis Stokes Louisiana Alliance for Minority Participation) Scholar and a UNCF-SP (United Negro College Fund Special Programs) Award Recipient. John relocated to Washington, D.C., in February 2004, where he attended Southeastern University and received a master of science degree in computer science. In his spare time, he enjoys watching/playing sports, working on resistance weight training, caring for his reptiles/fish, and relaxing with his family. He looks forward to learning as much as he can about BQNP and helping out with any IT-related issues. He can be reached by phone at (301) 975-3581 or by e-mail at john.jackson@nist.gov.

ethics

Update

Rachel Kinney, who joined the Baldrige Program in 1998, left BNQP on October 6, 2005, to join the National Oceanic and Atmospheric Administration (NOAA). During her BNQP tenure, Rachel served actively on three teams—the Award Process Team, the Outreach and Communications Team, and, most recently, the Management Team. Over the years, Rachel had lead responsibility for multiple activities, including elements of the Award process, the Award Ceremony, The Quest for Excellence Conference, and Improvement Day, and she was dedicated to ensuring that all members of the Baldrige “family”—recipients, Examiners, Judges, Overseers, ASQ, and associates of state and local programs—were well served. We are greatly appreciative of her contributions to the Program, and we wish her the best in her new position.

Scott Kurtz was honored by NIST on December 7, 2005, with a bronze medal for superior federal service. Scott was recognized for his superior leadership in the area of outreach and for developing and implementing a comprehensive marketing program that positively impacted organizations throughout the country in the business, education, and health care sectors. He was instrumental in the creation of a marketing and communications plan that capitalized on the success of the Baldrige Award, promoted Baldrige Award applications, and provided enhanced information to key stakeholders. Through his efforts, BNQP increased the number of Award applicants by approximately 20 percent from 1999 to 2004 and increased overall awareness of the Program. Congratulations Scott!

Debbie Smyth's retirement after 27 years in Federal service was celebrated with heavy hearts by her colleagues. Debbie had worked at NIST since 1974, taking only a few years off to work for a private law firm, and at BNQP for the past 11 years. Debbie's innumerable contributions to the Baldrige Program have been both tangible and intangible. During her time with Baldrige, she was instrumental in establishing our current team-based environment; managing and improving all aspects of the Award process from eligibility through feedback; recruiting, selecting, and training countless Examiners; and mentoring and educating many of our staff. Her tireless efforts, boundless energy, delightful humor, and powerful insights will long be remembered and missed. Even so, we are thrilled for Debbie as she finally gets to move to her home in Maine where she will join her husband, Kermit, who made the move a couple of years ago. She plans to refurbish their new home, take time for her knitting and quilting, and generally become acquainted with her new town and way of life. Congratulations, Debbie, we already miss you!

ASQ News

Tiffany Morgan, project coordinator, said goodbye to ASQ Baldrige Contract Administration in the fall of 2005. Tiffany supported the Baldrige Award process for almost two years. She has moved back to her home state of Pennsylvania to pursue her own business interests. We wish Tiffany all the best.

Kurt Stefan joined the ASQ Baldrige Contract Administration workgroup as a project coordinator on November 14, 2005. He will provide administrative support for Award processes and activities in compliance with NIST requirements. A metro-Milwaukee native, Kurt earned a bachelor's degree in general business from the University of Wisconsin–Whitewater, graduating cum laude. A self-proclaimed “ski fanatic,” Kurt suggests Warren Miller's documentaries to anyone interested in the sport. “If you've never seen a Warren Miller movie,” Kurt says, “you don't know what you are missing.” Kurt also enjoys many other outdoor sports including mountain biking, hiking, kayaking, golfing, and soccer. He also has been nominated for the Wisconsin Youth Soccer Association Referee of the Year Award. Kurt can be reached by phone at (414) 298-8789, extension 7610, and by e-mail at kstefan@asq.org.

Update The official newsletter for the Board of Examiners of the Malcolm Baldrige National Quality Award

Editor Dawn M. Wilcox, NIST (301) 975-3074
E-mail: dawn.wilcox@nist.gov

Contributors Sandra Byrne, Robert Fangmeyer, Faith Harper, Renée Norris,
LouAnn Ross, JoAnne Surette

This Malcolm Baldrige National Quality Award newsletter is published on an as-needed basis.